

Proposal

Appointment of a service provider to do a feasibility study on business automation and technological solution for monitoring of licensees

Prepared by: Company XYZ (Pty) Ltd – Research Solutions

Prepared for: Gauteng Gambling Board

Date: 22 April 2016



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1. Executive Summary

Company XYZ understand that Data and Information is the lifeblood of any organisation. In accordance with the King III Report on Corporate Governance, this necessitate that data, information and knowledge be managed in adherence to frameworks such as “COBIT”, ITIL and TOGAF. This requires that steps be taken to ensure that all information assets are identified and governed throughout their life cycle regardless of the medium; and that information is adequately protected and processed according to applicable laws. As such, the Gauteng Gambling Board (GGB) has embarked on the appointment of a service provider to do a feasibility study on business automation and technological solution for monitoring of licensees.

Company XYZ is fortunate to form part of the University of Pretoria with its extended network of specialists providing a variety of Core Assessments and Programmes ranging from Strategic to Operational/Tactical valuations. The project team, as set out in our response, is competent, capable, experienced and completely comfortable with the requirements around the conducting of a feasibility study on business automation and technological solution for monitoring of GGB licensees. In addition to Company XYZ’s broad skills base, the tender requirement requires very specialised domain knowledge and experience, that of Enterprise Information Management, Business Process Management, Strategy, Governance, Project Management and Change Management and therefore we have included industry experts to ensure we have the top skilled subject matter experts to strengthen and enhance the current technological, legislative and regulative capabilities.

As per the Request for Tender, the intention of this engagement is to provide a detailed response on technological solution for monitoring of licensees. As such, the focus of the engagement will be on:

- Investigating the environmental factors to determine if an adequate integrated technological solution (in adherence to s Business Process Automation and Cost Benefit Analysis), could be implemented.
- Investigating legislative compliance (inclusive of security requirements) that may be necessary to ensure the implementation of a technological solution.

1.1. Financial proposal

Company XYZ will be able to deliver all the requirements in the terms of reference, objectives, scope of work for a total contract value, including VAT and disbursements, of **RXXX** (VAT inclusive).

1.2. Broad-Based Black Economic Empowerment

Company XYZ (Pty) Ltd is as a **Level 2** contributor with a **125% B-BBEE procurement level**. Company XYZ is a 100% subsidiary of the University of Pretoria (UP).

Company XYZ does not have independent shareholders. It is a higher education institution that complies with all the provisions of the Higher Education Act, and with the reporting requirements of the Department of Education. The Council of Company XYZ of Pretoria is constituted as determined by the Act.

2. Bidder's Response

Criteria for Functional Evaluation	Research Solutions' Response
<p>Experience of the bidders for feasibility study assignments carried out within a period of 24 months. (Details of assignments and the name of the organisation must be provided)</p> <p>The scores will be allocated for minimum experience as follows:</p> <p>1 year = 5 points 2 years = 10 points 3 years = 15 points 4 years = 20 points</p>	<p>20 Prof C.J. Kruger:</p> <ul style="list-style-type: none"> Project Lead. City of Tshwane Fresh Produce Market Trading System. Feasibility study to assess, develop and implement an online ICT Trading system). Ongoing commitment started in 2015 and to be completed by October 2016. Project Lead. Rand Mutual Assurance Company Limited. Appointed as Project Lead to develop a "Strategic ICT road map". Deliverables included analysis and assessment of the RMA IT environment with regards to Governance, Strategy, People, Processes and Technology. Findings focused on reporting back on RMA structural arrangements, Best Practices and Standards, and how strategic alignment could be reached between business and ICT. <p>All please add</p>
<p>Detailed CVs of team members who will be directly involved in providing the required services. The team members must have at least three (3) years' experience in research, IT, monitoring and evaluation.</p> <p>The scores will be allocated for experience, as follows:</p> <p>3 years = 10 points 4 years = 15 points 5 years = 20 points</p>	<p>All please send your CV's for Gloria</p>
<p>A minimum of three (3) contactable references where the bidder has rendered feasibility study services.</p>	<p>Mr Johan Swart ICT Client Support Manager The Rand Mutual Assurance Company Ltd. ☎ +27 10 214 3000. or Direct: 082 443 1800 jswarts@randmutual.co.za Mr Ruben Jones City of Tshwane Fresh Produce Market. ☎ +27 358 2307 or Direct: +27 82 782 1707 RubenJ@tshwane.gov.za</p> <p>All please add</p>
<p>Based on the deliverables referred to in Section 5 above, a detailed project plan with timelines on</p>	

how the assignment will be carried out including the risks that might be involved.(including risk mitigation factors)	
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3. Advantages of using Research Solutions

Research Solutions proudly represents the brand and reputation of the University of Pretoria. For more than 15 years, we have been executing research and consulting services to industry, in both the private and public sector within an array of disciplines. In this process we draw on the expertise available from more than 140 disciplines and nine Faculties.

Research Solutions' competitive edge is our ability to put science into practice. Our operating paradigm is shaped around the issue of application in relation to the real world challenges experienced by our customers as well as the daily societal and community challenges. With this advantage in hand, we offer a large range of scientifically informed, business to business solutions, across the full life cycle of a project.

Research Solutions scored 79.2% in the 2014 South African Customer Satisfaction Index (SACsi) of Companies surveyed (during our operation as Research Solutions). The credibility of our experts are high, as demonstrated from results of the survey:



Our company's client base is not only national, but also extends to the rest of the African continent, as well as internationally. Our professional engagement spans across 25 countries, over 5 continents.

Our solutions are customised, showcase market relevance and assist clients with effective decision making.





Based on our access to Company XYZ of Pretoria's human capital we create multi-disciplinary project teams that have vast experience in both the private and public sectors.


4. Background

The Gauteng Gambling Board (GGB) is a PFMA Schedule 3(C) listed provincial public entity which has been established in terms of Gauteng Gambling Act, No 4 of 1995 as amended. In order to monitor licensee activities as it impacts upon tax and the protection of the public, the GGB requires a service provider to conduct an assessment of the Gauteng “gambling” market and propose an ideal technological solution which can enhance its ability to discharge the GGB’s mandate to monitor the licensee activities of entities engaged in Casino gaming, Betting on horse-racing and sporting events, Bingo, Limited pay out gaming machines and the manufacturing and supply of gambling equipment.

As the mandate of the GGB is to regulate gambling in the Gauteng Province, as a licensed entity it must ensure that all gambling operations remain compliant with all the relevant laws including but not limited to the National Gambling Act, Gauteng Gambling Act, Promotion of Administrative Justice Act, Protection of Personal Information, etc. As such the GGB is inviting responses to this Request for Proposal (reference number RFP/GGB/017/001) in order to appoint a suitably qualified and experienced service provider to do a feasibility study on business automation and technological solution for monitoring of licensees as specified in this RFP PART B – Terms of Reference. The successful bidder is required to provide a detailed response on technological solution for monitoring of licensees.

5. Project Team

	<p><i>Project Leader</i></p> <p>Prof. Neels Kruger</p> <p>NHD (Ing), MBA (University of Pretoria), M.IT with distinction (University of Pretoria), PhD (IT) (University of Pretoria). Associate professor at the University of Pretoria, presenting primarily post graduate courses on MBA, MEM (Masters in Engineering Management), MPM (Masters in Project Management), MIT (Masters in Information Technology), MCOM, and MPHIL programs.</p>
	<p><i>Specialist ICT Strategy and Structure</i></p> <p>Dr M.J. du Toit</p> <p>Position: Research Fellow with the University of Pretoria (Informatics Department) and an Independent Consultant Qualifications: B.Com (Unisa), ACISM (University of Pretoria), M.IT (University of Pretoria), PhD (IT) (University of Pretoria)</p>
	<p><i>ICT Specialist: Strategy, Systems and Business Analysis</i></p> <p>Mr Michael Damean Buys</p> <p>Qualifications: BCom Honours (UCT), Postgraduate Diploma in Strategy and Innovation (University of Oxford), Postgraduate Diploma in Management (UCT), MAP – Management Advancement Programme (Wits Business School) Executive MBA (current in application stage , University of Oxford), Certified TOGAF Enterprise Architect.</p> <p>Acts as Advisor and IT Transformation Partner to CIOs and Department heads within the public sector.</p> <p>Partners with Senior Management and Executives to deliver business value. Transforms, repositions, enables Corporate IT Portfolio through development of IT Strategy, Enterprise Architecture, and Operating Models on behalf of clients.</p>
	<p><i>ICT Specialist: Information Management / Governance</i></p> <p>Dr. Phil van Deventer</p> <p>Position: Lecturer and Senior Technical Consultant Qualifications: BA, BA SocSci (Hons) Psychology, BA (Hons) Information Science, M.IS with distinction, PhD. (Informatics) (Pretoria)</p>

	<p>ICT Specialist: Systems and Business Analysis</p> <p>Dr Henk Pretorius</p> <p>Senior Lecturer: Department of Informatics, University of Pretoria Qualifications: BSc, BSc (Hons), M(IT), PGCHE, PhD (IT) in for and various Certificates (CV attached) Research areas: Business Process Management, IS and Education, IS and Gender. Include supervision of Master students in these research areas.</p>
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Please find detailed CV's attached in [Annexure A](#). The ultimate responsibility for the delivery of the project rests with Company XYZ, in association with the University of Pretoria.

6. Understanding of Project Brief

The specific objective the GGB wishes to achieve is to introduce a technological solution that includes:

- Considering the current Gauteng gambling environment and proposed solution on business process automation currently available.
- Providing an integrated solution for data collection, monitoring and reporting for the GGB.
- Streamline data entry for the purposes of audit and compliance.
- Simplifying the availability of reports at management level.
- Providing intelligence and knowledge about the number and characteristics of gambling occurring at licensees.
- Providing evidence based information for the monitoring and adherence to compliance of all licensees.

With reference to Section 3 of the brief, apart from the technological solution proposed, the scope must also focus on the service provider investigating solutions that deliver user friendly and feature rich support for the organisations' processes and allows for ease of maintenance without relying on IT specialists meeting the objectives detailed above. As such, the engagements and requirements from the service provider must be broken into the following key areas:

- Investigation into environmental factors to determine if an adequate technological solution could be implemented.
- Investigation into the legislative compliance that may be necessary to ensure the implementation of a technological solution.

Based on the above-mentioned analysis of the gaming environment, legal requirements and current GGB "business processes", the service provider must make recommendations regarding the following technical solutions to leverage and enhance the Board's ability to deliver services:

- Case management
- Integrated relational database
- Workflow and business process management
- Document management
- Forms management
- Communication management
- Internet and intranet access portals or self-service portals
- Support for multiple device platforms i.e. Tablets

For the purposes of monitoring and business process automation and in order to enhance the introduction and adoption of the proposed integrated technological solution, an impact assessment must be done as part of any change management initiative. To ensure that primary business objectives such as Growth and Profitability are maintained, any technological solution must be prioritised by means of Cost benefit analysis.

It is therefore understood that the service provider, as part of project deliverable shall study/understand main functions of GGB and the requirements for audit and compliance to the

respective legislation to conduct comprehensive feasibility assessments and come out with detailed requirement in the form of Solution Requirement Specification for the technological solution that achieves the organisation's overall objective.

To ensure that a holistic approach is followed in the GGB, it is important that all the relevant success factors also be identified and addressed for performance and compliance. The overall effect of this approach is that it decreases risk by design, whilst at the same time ensuring that the strategic intentions and the forthcoming business / functional requirements for monitoring of licensees solutions are incorporated into the solutions by design as opposed to "in-reaction-too" just trends and the whims of people or vendors.

One of the primary reasons for failure of Information Systems resides in the ability of the organisation to align itself with the ICT solution. With reference to figure 1, a holistic approach has the implication that it brings together and balances strategy, people in organisation and technology as informed by the functionality identified from the relevant processes. This necessitates attention to other success factors that are either directly and or indirectly requisite to successful implementation; user acceptance, utilisation and support. Such an approach, and the fact that all design / build elements are kept under full configuration management to allow for the pro-active management of changes as appropriate to the system, allows the client to accommodate change by design according to his/ her own priorities and capacity.

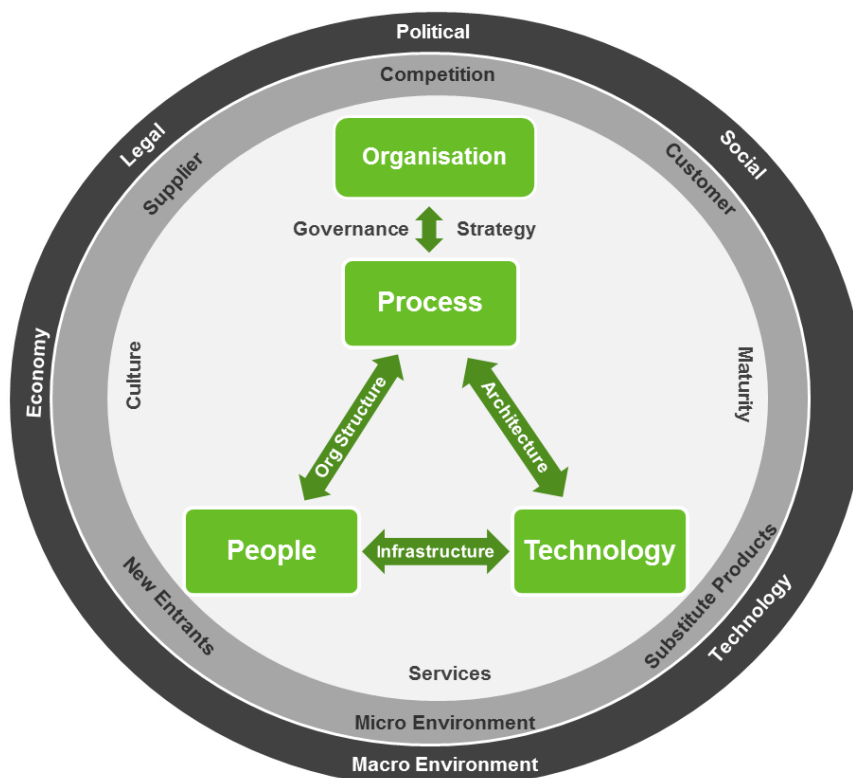


Figure 1: Holistic perspective to ICT Management

It is important to note that it is not only desirable to address each element of the holistic solution individually, but it is most important to ensure alignment and balance between the elements. This is

achieved through the utilisation of an appropriate architecture design method such as TOGAF/GWEA and governance frameworks such as COBIT and King III. In essence, for any monitoring of licensees Programme to succeed the following elements (components) need to be addressed and will be the main drivers in the rollout :

- “Strategy, Policy, and Plans (Governance)” have to be in place and maintained given that is a direct causal relationship between Business Governance and the functioning of monitoring of any licensees Solution and Information Management System.
- “Organisation” requires that appropriate structures and structural arrangements and mechanisms must be established and continuously aligned with the business model and the value chain of the GGB to ensure performance and compliance.
- The “Culture” of the organisation and therefore the licencing Solution should be directly aligned to reflect the value system of the GGB .
- “Training” and continuous improvement as mechanisms to ensure and sustain competences, are imperative to the optimised functioning of the Licencing Solution.
- The organisational and structural arrangements as described above should drive the requirements for “Facilities” as a primary enabler for the Solution with sustainable data and information available as close to “real-time” as possible.
- The “Processes” utilised in the Solution should appropriately incorporate all the processes of the organisation as appropriate to coordinated and orchestrated performance and compliance. This is enhanced by clarity of process ownership as it necessitates appropriate collaboration and appropriate transparency.
- The “Equipment” requirement of the Solution should be focused on the ability to deliver and sustain management and operational decision support on a continuous basis as might be defined for specific environments.
- “ICS / ICT” refers to the ICT Systems and Services that manages the data and information that sustains management / command and control activities, as well as the ability to sustain it.
- “Finances” related to the appropriate monetary provision and expenditure to sustain the Solution as a mission critical capability of the GGB.

It is understood that the key components on which the entire Licencing programme hinges is Data Management, Content Management, Business Intelligence (incl. Analytics) and Performance Management. These components are underpinned by the supporting disciplines of IT Support and Operations, Security Management, Enterprise Architecture, Meta Data Management (incl. a centralised business glossary), Compliance and Regulation. Information Governance and Information Integration spans and integrates the identified components thereby ensuring sustainability of the Licencing and control function going forward.

A detailed and planned out Change Management component is a critical success factor to ensure that all these new components, policies, standards and procedures are embedded into the operating model of the GGB and that the business benefits are realised from all user groups.

Communication plans in the form of an awareness campaign and change management processors will be put in place in order to ensure that all business areas are aware of the ongoing initiatives

giving an overall understanding of the analysis and implementation steps. The main objective of this activity is to educate the participants on the subject of licencing control before focusing on their specific problem areas. This will be done so that all stakeholders (licensees) gets an overall understanding of the basic terminology, the different architectures, and the capabilities and limitations of the proposed solution. This should highlight the following:

- Basic concepts in information management
- How it relates to their potential business problems and issues
- Their role in contributing to a successful initiative for the program.

The awareness campaign must be an ongoing initiative throughout all phases of the solution rollout.

As the objective is to regulate all forms of gambling in Gauteng, compliance to security requirements are thus non-negotiable. Any proposed technological solution must therefore comply with the following security requirements:

- The ISO27001 Information Security Management System
- Unalterable audit trails and logs mechanism for actions performed by system users.
- Maintaining of time series data so that certain information is not lost with passage of time and repeated updating.
- Handling of Session Hijacking, session replay, etc. and,
- Input validation to prevent attacks such as buffer over-flow, cross-site scripting, SQL Injection, etc.

7. Aims and Objectives

GGB BUSINESS AUTOMATION AND TECHNOLOGICAL SOLUTION FOR MONITORING OF LICENSEES



Objective 1: Regulate gambling in the Gauteng Province through the monitoring and audit of licensed entities involved in gambling (i.e. casinos, bingos, route operators, bookmakers, etc.).



Objective 2: Ensuring that gambling operations remain compliant with all the relevant laws including but not limited to the National Gambling Act, Gauteng Gambling Act, Promotion of Administrative Justice Act, Protection of Personal Information, etc.



Objective 3: Conducting an assessment of the environment and propose an ideal technological solution which will enhance the GGB's ability to discharge its mandate to regulate the licensees' activities.

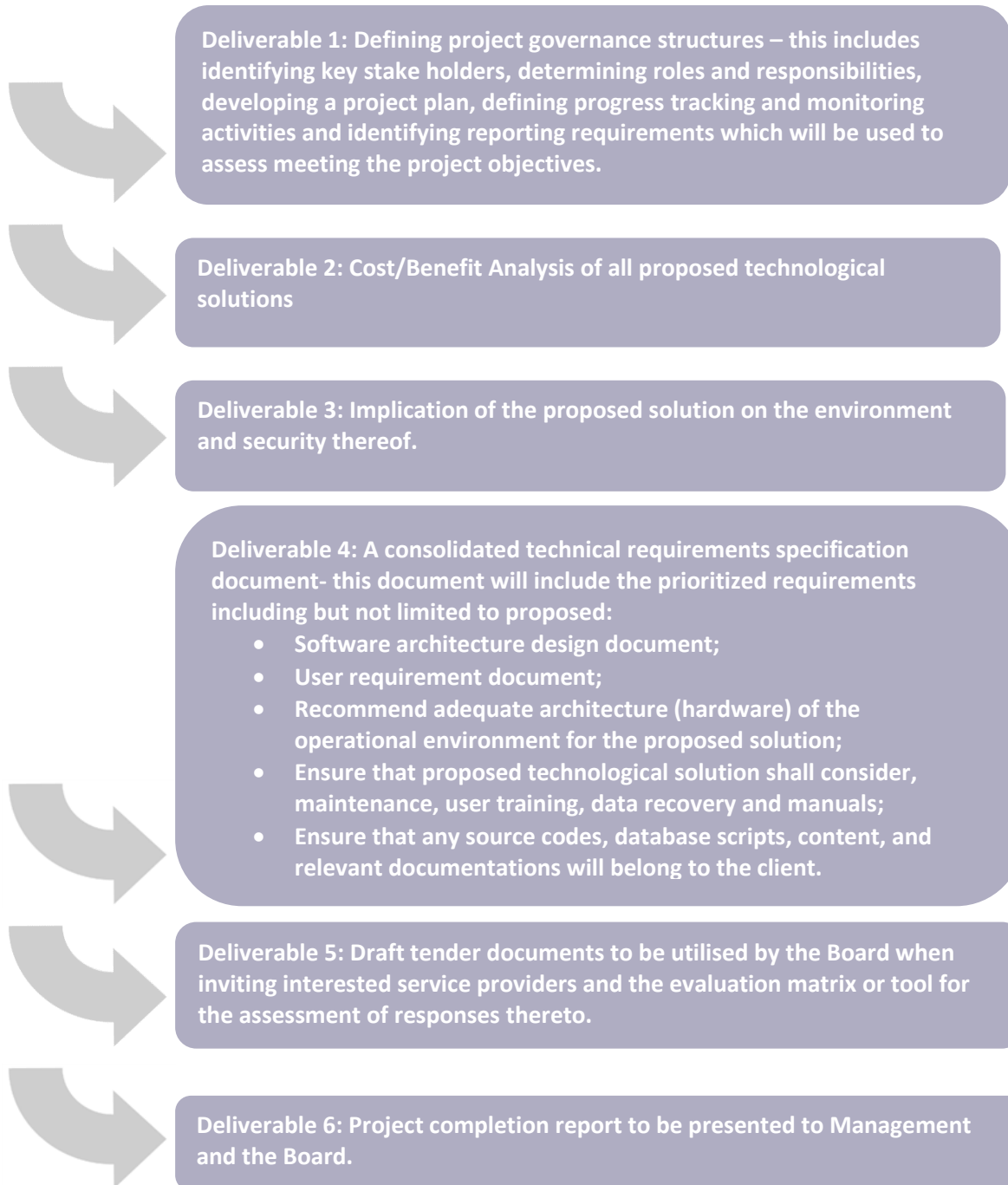


Objective 4: Introduce a technological solution that includes:

- Consider the current environment and proposed solution on business process automation currently available.
- Integrate solution for data collection, monitoring and reporting for GGB.
- Streamline data entry for the purposes of audit and compliance.
- Ease availability of reports at the management level.
- Provide knowledge about the number and characteristics of gambling occurring at licensees.
- Provide evidence based information for the monitoring and adherence to compliance of all licensees

8. Deliverables

GGB BUSINESS AUTOMATION AND TECHNOLOGICAL SOLUTION FOR MONITORING OF LICENSEES



9. Methodology

Phase 1: Inception Meeting and Scope Definition

Purpose:

An Inception Meeting will start the project where an agreement will be reached on project objectives and approach and to ensure that all project management and communication processes are clear from the outset.

Activities:

The following activities will be undertaken;

- An Inception Meeting with all relevant stakeholders.
- Formation of the Project Steering Committee

Deliverables:

The **Inception Meeting** should focus on, but not be limited to, the following:

- Project Charter and Approach (preliminary Scope – High level);
- Identifying key stake holders, determining roles and responsibilities, developing a project plan, defining progress tracking and monitoring activities and identifying reporting requirements which will be used to assess meeting the project objectives.
- Establishment of Project Management and Communication Processes;
- Formation of the GGB Project Steering Committee for project approval and recommendations (see next step).

Formation of the Project Steering Committee

Note: Can combined with the Initiation Meeting

The action should focus on, but not be limited to, the following:

- The initial clarification of roles and responsibilities to resolve issues of ownership, collaboration and transparency for strategic and operational ICT management;
- Improve and clarify management arrangements for strategic and operational Management with full consideration of the holistic nature of ICT Management;
- GGB Project Steering Committee Charter.

Timeframe:

Two Weeks

Phase 2: GGB Environmental Assessment (Creating the GGB Reference Framework)

Purpose:

The purpose of this phase is to:

Create the overarching reference framework for the functioning of the GGB, as it relates to a holistic through-life approach to the management of ICT, through workshops with identified stakeholders.

- Determine the current “As Is” state of the GGB Practice, Ensuring that gambling operations remain compliant with all the relevant laws including but not limited to the National Gambling Act, Gauteng Gambling Act, Promotion of Administrative Justice Act, Protection of Personal Information, etc.
- Conducting an assessment of the environment and propose an ideal technological solution which will enhance the GGB’s ability to discharge its mandate to regulate the licensees’ activities.

- Conducting an assessment of the environment and propose an ideal technological solution which will enhance the GGB's ability to discharge its mandate to regulate the licensees' activities.

Activities:

- Workshops, Questionnaires and Desktop Research ;
- Consultation workshops with identified stakeholders.
- By using tools such as PESTEL, Porter 5, COBIT, ITIL, TOGAF and DMBOK, conducting a first order, "high level" internal analysis/audit of the current "As Is" state of the GGB domain.

Deliverables:

- Creation of the overarching Reference Framework for holistic through-life management of GGB ICT Practices (High level - First Order).
- Assessment Report. This report will focus primarily on the strong and weak points of current and available GGB Strategy, Governance, Services, People, Processes and Technology in support of the GGB's Business and ICT Vision/Mission and strategy. The report will also identify burning issues pertaining to GGB functionality, technology and capacity to maintain the current "As Is" structure. The assessment process must be regarded as the priority 1 project in the short term;
- Presentation to the GGB SteerCom for approval and recommendations.

Timeframe:

3 Months

Phase 3: GGB Development of the GGB Architecture Input and Baselines and Technical Requirements Specification Document

Purpose:

This phase is the further Synthesis of the information gathered during phase one and two identifying the opportunities and challenges present in the GGB ICT environment. The purpose of phase three is therefore to develop the architecture input and baselines with the full participation of identified role layers from business (management, core and support functions) and ICT management. As such this phase introduce a technological solution that includes:

- Considerations of the current environment and proposed solution on business process automation currently available.
- Integrated data collection, monitoring and reporting for GGB.
- Data entry for the purposes of audit and compliance.
- Availability of reports at the management level.
- Intelligence about the number and characteristics of gambling occurring at licensees.
- Evidence based information for the monitoring and adherence to compliance of all licensees
- Change management initiatives to enhance the successful implication of the proposed solution on the environment and security thereof.

Our team view the development of the architecture input and baselines phase as a process that is dynamic and consultative. The "baseline" supplies a direct input into subsequent phases.

Activities:

As it relates to the monitoring of licensees.

- Analysis and documentation of all GGB Business Processes (Logical).
- Analysis and documentation of all GGB Information Systems Requirements (Logical)
- Analysis and documentation of all GGB Technological Requirements (Logical)
- Analysis and interpretation of gathered information to identify possible technological Solutions and Opportunities.

Deliverables:

A consolidated technical requirements specification document- this document will include the prioritized requirements including but not limited to proposed:

- Software architecture design document;
- User requirement document;
- Recommend adequate architecture (hardware) of the operational environment for the proposed solution;
- Wrt all proposed technological solutions, considerations regarding, maintenance, user training, data recovery and manuals;
- Cost/Benefit Analysis of all proposed technological solutions;
- Change management proposals regarding the implication of the proposed solution(s) on the environment and security thereof.
- Draft tender documents to be utilised by the Board when inviting interested service providers and the evaluation matrix or tool for the assessment of responses thereto;
- Project completion report to be presented to Management and the Board

Note: Any source codes, database scripts, content, and relevant documentation will belong to the client.

Timeframe:

4 Months

10. Project Plan

[illegible]

10.1. Project management principles and approach

The overall management of a project hinges on a number of important aspects that, if not managed properly, could very easily jeopardise its success. This section describes the necessary control procedures, which will be performed by the project team to ensure successful project completion.

Use will be made of modern project management tools and methods to plan monitor and control projects. A Project Management Plan will be drawn up giving the detailed planning for the execution of the project at the inception phase. Task descriptions and schedules will be reviewed, refined and finalised upon commencement of the work. Once agreed to, this data will be used for project implementation and control. The formation of the steering committee will be done in the establishment period right at the outset of the project to ensure proper communication channels, commitment and focused input of all team members.

Regular feedback is of the utmost importance if the success of a project is of a critical nature, and is also critical in order for the client to achieve success in its endeavours to provide integrated and effective reporting as required by the legislation.

We envisage that the following meetings will be necessary:

Management Structure	Frequency	Purpose of the Meeting
Management meeting	Monthly	To discuss managerial issues as well as overall progress and contractual issues
Progress meetings	As stipulated in terms of the detailed work plan as part of the inception phase	To discuss project execution issues i.e. progress, problems, risks, admin, etc.
Technical and QA meetings	Ad hoc	To discuss issues pertaining to technical solutions
Other	Ad hoc	To be identified when required

The client should perform specific functions within the execution of this project. In conjunction with the project team, the client will be expected to determine specific requirements for each of the tasks. Specific requirements from the client will include:

- Facilitate access to the necessary facilities;
- Facilitate communication between stakeholder personnel and the steering committee;
- Facilitate communication between the project team and other Directorates; and
- Appoint counterpart staff.

The following control mechanisms will also be instituted to assist in the successful monitoring and control of the project:

- Administrative control;
- Financial control;
- Scope management;
- Progress measurement;
- Project liaison; and
- Quality assurance.

11. Budget

Gauteng Gambling Board			
Feasibility Study on Business Automation and Technological Solution for Monitoring of Licensees			
Item	Work Component	Time frame	Amount
1	Phase 1: Inception Meeting and Scope Definition	2 week	
2	Project kick-off meeting, project management and confirmation of work scope (Project Charter)		R 10 000.00
3	Orientation, Approach and Methodology		R 17 100.00
4	Stakeholder Analysis and Role Clarification		R 10 200.00
5	Formalisation of Scope, Project Charter and High-Level Plan		R 10 800.00
6	Project steering Committee Charter (added to Project Charter).		R 10 100.00
7	Presentation to the ICT SteerCom for approval and recommendations.		R 11 400.00
8	Total: SOW 1		R58 200.00
9	Phase 2: GGB Environmental Assessment (Creating the GGB Reference Framework)	3 Months	
10	Reference Framework		R 18 900.00
11	Assessment Report: <ul style="list-style-type: none"> Strong and weak points of current and available GGB Strategy, Governance, Services, People, Processes and Technology in support of the GGB's Business and ICT Vision/Mission and strategy. Burning issues pertaining to GGB functionality, technology and capacity to maintain the current "As Is" structure. 		R 480 100.00
12	Present to Steering Committee		R 10 200.00
13	Total: SOW 2		R509 200.00

14	GGB Development of the GGB Architecture Input and Baselines and Technical Requirements Specification Document	4 Months	
	Technical requirements specification document: <ul style="list-style-type: none"> • Software architecture design document; • User requirement document; • Recommend adequate architecture (hardware) of the operational environment for the proposed solution; • Considerations regarding, <ul style="list-style-type: none"> ○ maintenance, ○ user training, ○ data recovery and ○ manuals; • Cost/Benefit Analysis of all proposed technological solutions; • Change management proposals regarding the implication of the proposed solution(s) on the environment and security thereof. 		R 99 000.00 R 45 000.00 R 45 000.00 R 39 000.00 R 12 000.00 R 29 000.00
15	Present to Steering Committee		R 10 200.00
16	Total: SOW 3		R.279 200.00
17	Submit Final Reports and Present to Executive Management		R 25 200.00
18	Final Reconciliation and project closure		R 25 600.00
19	TOTAL CLOSE OUT		R 50 800.00
20	Sub-Total		R 897 400.00
21	DISBURSEMENTS		R 0.00
22	Travel (Flights) Economy Class for Local (RSA)		
23	Travel (Flights) Business Class (International)		
24	Travel (Vehicle) Class B		
25	Accommodation (3 Star Equivalent for Internal and External Travel)		

26	Printing, electronic communication, connectivity, etc. As per original proof of payment furnished to the client. Normal printing is included (Three colour copies per report) thereafter printing will be charged at market related prices.		
27	Sub-Total		
28	Contingencies	10%	
29	VAT (#.....)		
30	TOTAL		

12. Invoicing Schedule

Phases & Payments	Date	Amount (R)
Inception		
Phase 1:		
Phase 2:		
Phase 3:		
Phase 4:		
Phase 5:		
Phase 6:		
Disbursements		
TOTAL		R
VAT 14%		R
GRAND TOTAL		R

12.1. Terms and Conditions

This submission is made by Research Solutions, a division of Company XYZ (Pty) Ltd, a company wholly owned by the University of Pretoria. The proposal is based on the Company XYZ teams' understanding of the work scope and deliverables and is a full cost model that is based on time and costs in accordance with our rates. The costs are based on deliverables as stated in the scope of work and should the scope of the project change, Company XYZ reserves the right to adjust the final costing through due liaison with and approval from the client. Only cost items for which the service provider is responsible are included in the budget. Cost items not pertinently identified in this budget, are therefore deemed to fall outside our responsibility and will therefore be for the client's account.

12.1.1. Purpose and Context

The Client has to the best of its ability fully disclosed the contract work to Company XYZ. The Client will use the results of the contract work only for the purpose disclosed to Company XYZ, unless otherwise agreed. The client undertakes to acknowledge and honour the relationship between Company XYZ and its suppliers/specialists.

12.1.2. Validity of Submission

The cost estimate is valid for 90 (ninety) working days after the submission date.

12.1.3. Contractual Relationship

The parties agree that any contractual relationship between them is governed by this *Standard Terms and Conditions*. Where the acceptance of this proposal is subject to the signing of a *Service Level Agreement (SLA)*, the Standard Terms and Conditions must be considered in the drafting of the SLA. Where acceptance of this proposal is subject to the signing of a *Service Level Agreement (SLA)*, no work will commence prior to signing of the SLA by both parties.

12.1.4. Duration

The agreement comes into effect after it has been signed by both parties and shall, subject to provisions that provide for its earlier termination; continue until the completion date indicated in the scope of the contract work, provided that the clauses relating to intellectual property and confidentiality will survive any termination of the agreement.

12.1.5. Client's Responsibility

The client representatives will provide individual detailed briefings (by appointment) and access will be granted to relevant documents, personnel and facilities.

All documentation and other information that could be used in selecting data collection site and sample will be made available to Company XYZ by the client.

The client will make available their facilities at no cost to Company XYZ.

Identified stakeholders will cooperate in the spirit of cooperative governance. Once an opportunity has been provided to participate and a constructive response is not received in time, the process will be continued with.

Comments on draft documents and findings will be provided within 7 days to the service provider or such time mutually agreed upon, but no longer than 14 days.

Draft reports will be submitted to the responsible official representing the client who will obtain one set of responses to the bidder. The bidder will include the set of responses in the final submission and submit it to the responsible official. One week is provided for responses.

12.1.6. Invoicing and Payment

Invoices will be prepared by Company XYZ and payment will be made directly to Company XYZ. All invoices will contain a VAT Number and the address of the service provider.

Proper documentation will accompany each invoice for payment.

All accounts will be settled within 30 days of submission of invoices. Interest will be charged in accordance with Company XYZ's banker rates.

All amounts due in terms of the agreement will be payable on the due date indicated therein or within thirty (30) days of the date of issue of an invoice where that is required. Overdue amounts shall accrue interest at prime plus two percent (2%).

12.1.7. Risk

Materials or equipment delivered by or on behalf of the Client to Company XYZ, pursuant to the agreement, shall be accepted, retained and used at the owner's risk. Upon termination of the agreement, equipment shall become the property of Company XYZ unless otherwise specified in the agreement.

12.1.8. Confidentiality and Publication

The Parties shall treat as strictly confidential all information disclosed to each other during the term of the agreement regarding or arising from the contract work and shall not disclose any such information to third parties without each other's written consent, which consent shall not be withheld unreasonably. In the case of publication by the University for academic purposes, consent shall not be withheld for more than two years. The Parties shall not be entitled to delay the submission and examination of theses and dissertations or the awarding of degrees.

12.1.9. Liability

12.1.9.1. The Client indemnifies Company XYZ and Company XYZ indemnifies the Client against any claims that may arise as a result of a negligent act or omission or non-compliance with any provision of the agreement by the other in the course and scope of the contract work.

12.1.9.2. Any claim for damages against Company XYZ based on the agreement shall be limited to the lesser of an amount equal to the contract price or to the amount actually paid by the Client to Company XYZ in respect of the contract work done in terms of the Agreement.

12.1.10. Intellectual Property

Intellectual property that may arise from the contract work is vested in the University of Pretoria in terms of an agreement previously entered into by the University and Company XYZ unless otherwise specified in the agreement.

12.1.11. Breach

If either Party breaches its obligations in terms of the agreement and fails to remedy such breach within 14 (fourteen) days after the receipt of written notice requiring it to do so, the other Party shall have the right, at its option but without detracting from its further or alternative rights and remedies, to cancel this agreement without prejudice to any claim which it may have for damages for breach of contract or otherwise, subject to the provisions of Clause 4.2.

12.1.12. Termination

Both Parties may agree to terminate the agreement via mutual consent. If the project is terminated by the client, for whatever reason, or via mutual consent, all direct expenses and professional fees will be invoiced for up to and including date of termination of this project.

12.1.13. Waiver

No relaxation or indulgences which a Party may afford to the other Party or failure by a Party to enforce its rights consequent to any breach of the agreement shall in any way prejudice the rights of the first-mentioned Party nor shall that Party be prevented from exercising such rights.

12.1.14. Total Agreement And Amendments

The agreement reflects the total agreement between the Parties, including any other restrictions, proposals or undertakings, either verbal or written. No amendments to the agreement shall be of any force or effect unless reduced to writing and signed by both Parties.

12.1.15. Governing Law

The agreement shall be governed by and interpreted in accordance with the laws of the Republic of South Africa.

12.1.16. Domicilia Citandi et Executandi and Notice

The Parties respectively choose as their domicilia citandi et executandi for all purposes of, and in connection with the agreement, the addresses stated therein or such other address as may be notified in writing by one Party to the other. Any notice under the agreement shall be given in writing to the relevant Party at its domicilium.

12.1.17. Precedence

In the event of any conflict between these General Conditions and any term or condition in the agreement, the latter shall prevail.

13. Relevant Experience




Relevant experience of the project team members is highlighted below:

Client Name	Brief Description	Timeframe	Amount
City of Tshwane Fresh Produce Market	Feasibility study to assess, develop and implement an online ICT Trading system	2015 and to be completed by October 2016	R 9 000 000.00
Rand Mutual Assurance Company Limited	Strategic ICT road map: Analysis and assessment of the RMA IT environment with regards to Governance, Strategy, People, Processes and Technology	Concluded October 2015	R 400 000.00

All fill in please

PLEASE FIND ADDITIONAL REFERENCES IN ANNEXURE A – Curriculum Vitae's of Project Management Team

14. Contact Details of Bidder

	<p><i>Manager: Contract Research and Consulting</i> <i>Contract and financial administration</i></p> <p>Hein Barnard</p> <p>Office: 012 434 2330</p> <p>Fax: 086 632 7088</p> <p>E-mail: hein.barnard@enterprises.up.ac.za</p>
	<p><i>Financial Manager: Research Solutions</i></p> <p>Kalushi Molefe</p> <p>Will oversee the financial management of the project, including budgeting and invoicing.</p> <p>Office: 012 434 2300</p> <p>E-mail: kalushi.molefe@enterprises.up.ac.za</p>
	<p><i>Key Accounts Manager: Research Solutions</i></p> <p>Kabelo Serutle</p> <p>Office: 012 434 2350</p> <p>E-mail: kabelo.serutle@enterprises.up.ac.za</p>

Annexure A – Curriculum Vitae’s of Project Management Team



Annexure B – Company Profile

